DOCUMENT RESUME

ED 361 017 JC 930 391

TITLE	Five Year Strategic Plan, 1993-1997, Lakeland Community College.
INSTITUTION	Lakeland Community Coll., Mentor, Ohio.
PUB DATE	93
NOTE	31p.; For a related document "A Blueprint for Excellence: Lakeland Community College," see ED 357 780.
PUB TYPE	Reports - Descriptive (141)
EDRS PRICE	MF01/PC02 Plus Postage.
DESCRIPTORS	Ancillary School Services; Budgets; *College Planning; Community Colleges; *Educational Finance; Environmental Scanning; Faculty Development; Fund Raising; Institutional Research; Instructional Improvement; *Long Range Planning; *Mission Statements; *Organizational Objectives; Program Development; School Business Relationship; *School Community Relationship; Strategic Planning; Two Year Colleges
IDENTIFIERS	Lakeland Community College OH

ABSTRACT

In 1990, the newly formed Planning Advisory Committee at Lakewood Community College (LCC) in Mentor, Ohio, developed the college's first 5-year strategic plan with input from across the campus. This plan for 1993-97 updates the original 1990-95 plan and is designed to assist in the development of annual goals and objectives. Following an introduction, the report describes the strategic planning process at LCC, which involves the development of a blueprint for excellence to communicate priorities and plans to the community, the completion of an environmental scan, and establishment of institutional and departmental annual goals. Next, the report details LCC's accomplishments resulting from the 1990-1995 strategic plan, describing achievements in the areas of program development, professional development, student support services, and increased business and industry outreach. The report then describes an environmental scan conducted of external and internal factors in December 1992 and discusses LCC's financial needs and fundraising efforts. Finally, the report details planned activities and goals for 1993-97 with respect to the following strategic priorities: (1) sustain and strengthen academic quality; (2) keep career training up to date; (3) provide access with a focus on success; (4) protect the taxpayers' investment in LCC; (5) guarantee fiscal stability and accountable performance; and (6) increase interaction with community and governmental organizations. An appendix reviews strategic priorities and accomplishments for the period 1990-95. (PAA)

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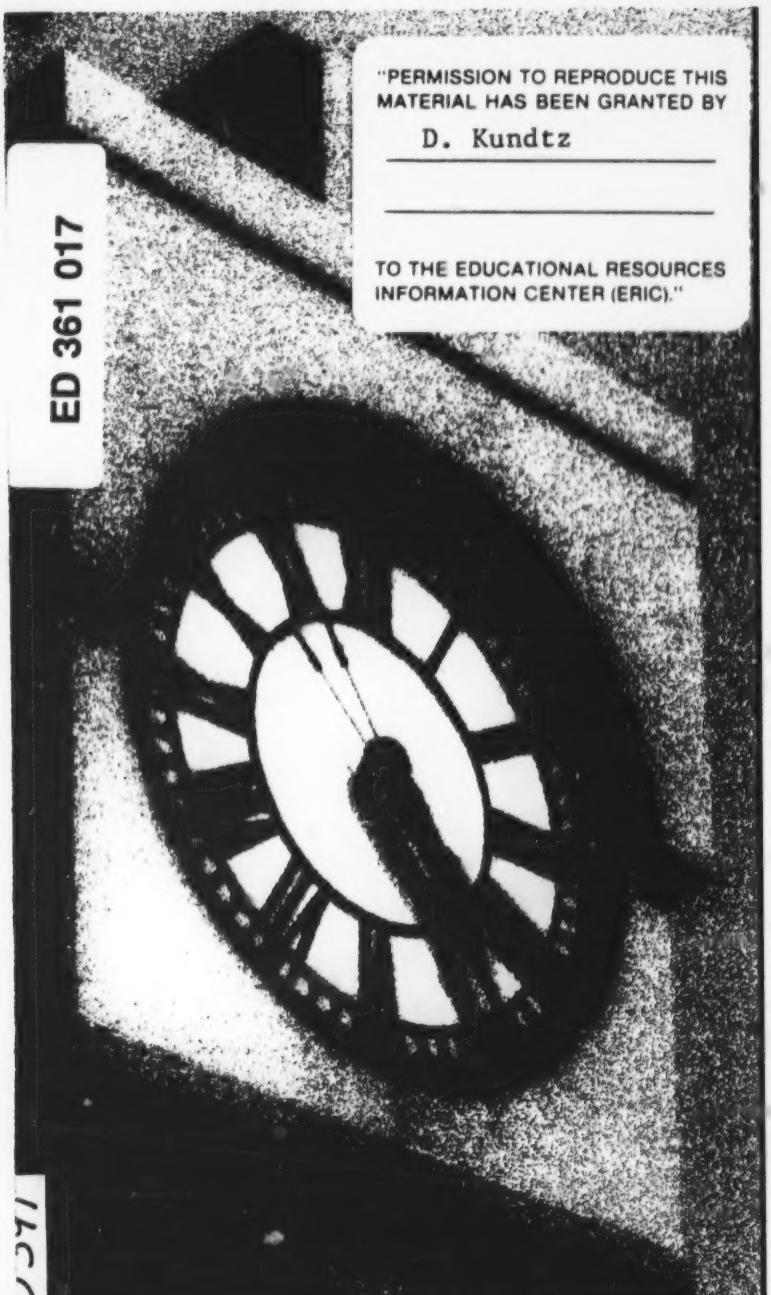

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FIVE-YEAR STRATEGIC PLAN 1993-1997

Lakeland Community College

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INTRODUCTION

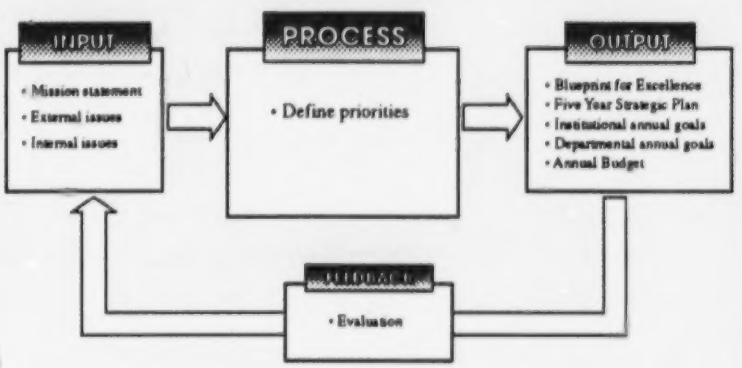
Lakeland's first formal strategic planning process started shortly after Dr. Ralph Doty assumed the presidency of the college, in August 1988. Under the new president's leadership the college adopted a dynamic model for planning that includes a five-year strategic plan, annual institutional goals, and departmental goals.

In 1990, under the direction of the Board of Trustees, and with input from across the campus, a newly formed Planning Advisory Committee developed the college's first five-year strategic plan. This five-year plan is meant to be evaluated and updated every few years. The intent of the plan is to establish a five-year guide for the development of annual goals and objectives. The document contained herein is an update to Lakeland's first formal strategic plan; this 1993-97 Strategic Plan now replaces the 1990-95 Plan.

THE PROCESS

Although the tendency may be to define a brief time frame as the planning process, Lakeland's dynamic model assumes that planning is continuous. In the most simplified form, this process at Lakeland can be diagramed as follows:

Lakeland's Planning Process



The Blueprint for Excellence shown as an output from the planning process was not developed during either of the specific strategic planning time frames, yet it is a significant document that bridges the two plans. The Blueprint was adopted by the college Board of Trustees to communicate a vision to the community - a vision that identifies quantifiable actions that need to occur to maintain and enhance the services Lakeland provides to meet its mission.

The Blueprint was written to define a financial need to the community; it evolved from the college Mission Statement and the 1990-95 Strategic Plan. In turn, the Blueprint, which is in effect a contract with the voters of Lake County, became a significant input to the 1993-97 Plan. The organization of the 1993-97 Plan is structured similarly to that used in the Blueprint.

The process used to update the strategic plan was nearly the same as that used to develop the original.

- The **environmental scan** conducted to support the 1990 process was reviewed, updated, and altered to reflect new realities. The College's Research and Planning Department analyzed the assumptions used in 1990 to determine relevancy. The Board of Trustees, the President's Cabinet, and the Planning Advisory Council studied this analysis and added, deleted, and/or changed various assumptions based on new information.
- Using the updated environmental scan, a review of progress made on the 1990-95 Plan, and the Blueprint for Excellence, the Board of Trustees, President's Cabinet, and Planning Advisory Council held sessions to discuss **strategic priorities** for the next five years.

The two seemingly simple steps listed above were accomplished with a tremendous amount of research, analysis, reflection, and discussion involving constituencies across the campus.

Under the guidance of this document, the college will develop appropriate annual institutional and departmental goals, and with ongoing evaluation, continue working through the planning process.

MIDPOINT EVALUATION OF THE 1990 - 1995 FIVE-YEAR STRATEGIC PLAN

The 1990-1995 Five-Year Strategic Plan, the College's first long-range plan, has served the College well. It provided direction, identified opportunities to pursue, and warned of possible barriers.

The focus provided by the priorities identified in the Plan resulted in the annual institutional and departmental goals being coordinated toward achievements in the areas of instructional enhancement, program development, professional development and evaluation, student support services, quality of campus and community life, business and industry outreach, research and evaluation, planning and resource management, cooperative initiatives, and compliance issues.

ACCOMPLISHMENTS

The list of accomplishments resulting from the 1990-1995 Five-Year Strategic Plan is substantial (See Appendix A.) Significant progress was made in each area of initiative.

Examples of major accomplishments include:

- Enhanced instruction through the purchase of computers, renovation of science labs, equipment upgrades, and library acquisition of CD-ROM capability.
- Program development in associate degree programs, technical majors, certificate options, and Community Education programs to meet new needs of the community.
- Progress in professional development and evaluation by having the Hay review of administrative personnel, implementing a revised management evaluation system, and developing a part-time faculty handbook and advisory committee.

- The initiation of extensive student support services. Orientation programs were started, placement testing was implemented, a new academic standards policy was developed, an early alert program was put in place, financial aid was increased through the efforts of a reestablished Lakeland Foundation, women's support programs were developed, and services for handicapped students were expanded.

- Improvement in the quality of campus and community life. Student government and student organizations are active, cultural diversity programs have been developed, intellectual and cultural events are now regularly offered, and the Governance Task Force resolved long-standing communication issues.

- Enhanced research and evaluation capabilities of the College. The Institutional Research Office has been strengthened, community and business assessments have been conducted, and a program evaluation model has been developed.

- Expanded planning and resource management efforts. Cost containment and revenue enhancement efforts affected everyone. The levy passed, enrollment has increased, and the Managing for the Future Task Force substantiated the College's level of efficiency.

- Increased business and industry outreach. Training packages have been developed, contract training has been offered to area companies, and the economic development of the area has been supported through the efforts of the Center for Business and Industry.

- Numerous cooperative initiatives with area high schools and colleges. At the high school level, the Tech Prep program is underway, the Postsecondary Enrollment Options Program was implemented, and a summer writing camp was developed. University articulation is now greatly enhanced through the development of the transfer module, new articulation agreements with area colleges, the

establishment of a Transfer Center, and the development of a dual-admission program with Kent State University.

- Compliance with new Federal and state regulations which has impacted all levels of the organization. Implementing OSHA plans for infection control and chemical hygiene, conducting a comprehensive internal evaluation for Managing for the Future, and providing for the Americans with Disabilities Act are just a few of the new laws and regulations that required compliance in the past few years.

What happens around us, both inside our institution and externally in the world around us, affects what we are and what we need to be. Some things change quickly, others not at all. It is necessary to examine our environment periodically to remind ourselves of those things that influence our actions and decisions and to identify new or changed situations so we can adapt accordingly.

Our External Environment: Demographically, our environment has not changed substantially. The dramatic drop in high school graduates finally hit bottom and should even out for awhile. The size and socio-economic status of the population we serve should continue to see slight, marginal growth. There will continue to be a prevalence of single parent families and continued need for dual wage earner families. However, the population is aging and there are additional responsibilities competing for attention and resources. More families are faced with caring for elderly parents in addition to raising children.

The nation's economy is not expanding at rates commonplace several years ago. There is continued concern about global competition, legislative and local interest in economic development, a shifting of our industrial base to a more diversified economy, and increasing skill requirements for jobs that are available. Education is becoming even more strongly associated with economic recovery for both individual citizens and the country as a whole.

Our social and technical environment remains one of much activity, with change becoming the norm. Health and fitness in many ways seem to have become a way of life for many people. Domestic violence is on the increase and gang related activity is moving out of the inner cities to the suburbs. Ecological concerns remain a high priority for everyone, not just in the large cities. Recycling, waste management, air and noise pollution, and preservation of our natural resources are issues being addressed by individuals and households, not just the cities and governments. Technological changes,

particularly in the areas of computers and communication, are impacting how we live, how we do business, and how we learn.

In the education arena, there have been many new thrusts from many directions. We will be moving more from the policy development stage to the implementation stage of many issues. Both governmental and accrediting agencies alike are exerting pressure for accountability and assessment measures. By 1993 full compliance with the Federally-enacted Student Right-to-Know legislation is required and by 1995 the College must submit to NCA an institutional plan and program to implement the NCA Statement on Assessment and Student Academic Achievement and Statement on Documenting Student Academic Achievement. Programs recently developed, such as Tech Prep and the transfer module, will be in their early stages of activity and will need a period of "debugging".

There will continue to be an emphasis on basic skills not only as provided in educational settings, but also as needed in the workplace. Improving the basic skills and knowledge of the current and future workforce is a battle for economic improvement whose primary enemy is often the apathy of those who can not or will not accept the future.

Financially, we are more fortunate than most and recognize our responsibility to the community that has put us in that position. We had anticipated modest increases in State subsidy, but as is well known, the State cut subsidies instead. Not only was the general operating fund affected, but also special programs such as remedial education that had been funded by special line-item support in state appropriations. When the cuts were predicted and then became reality, our options were few. Our levy support had dwindled in proportional value over the twenty-five years it had been in place and with the tax policies of the state could not even increase with inflation. We cut costs, deferred maintenance, hired more part-time faculty and staff, and increased tuition. We are fortunate that the community of Lake County saw fit

to approve an additional levy so that we might provide quality educational services.

The College also benefitted from the Managing for the Future Task Force, a majority of which were community leaders. Its report said that overall the College is an efficient operation, but it also issued some suggestions regarding cost-effective changes.

The reports issued by the Statewide Managing for the Future Task Force and the Ohio Board of Regents may also benefit the College in the long-term if the suggestions relative to community colleges are adopted.

Our Internal Environment: As seen by an examination of all that has been accomplished in the past few years, our internal environment has changed substantially, and for the better. We have seen consistent enrollment growth, limited now not by demand, but by the availability of facilities and qualified faculty. Student activities and student government are now an integral and active part of the campus. Interest and progress in promoting cultural diversity has been successful and will continue to be a priority. Student success initiatives have been undertaken to assist students in achieving their goals, whatever they may be.

Academically, articulation with colleges and universities throughout the state will remain a high priority, made easier through the development of the transfer module. There will continue to be efforts made to develop articulation agreements with individual colleges and universities, with particular attention on the transfer of technical coursework.

The development of new academic programs to meet the current and emerging needs of the area also remains a high priority. The College needs to not only react to specified needs, but also anticipate what will be needed.

Interest in meeting the needs of business and industry, at-risk students, and women will also continue. There has been much accomplished in

recent years, but there is still much to do. Academic enrichment for advanced students has made progress, but opportunities are more limited, particularly in the number of baccalaureate transfer courses available. With the advent of new full-time faculty, this could be ameliorated.

The current experiences in utilizing advanced instructional technology has been positive and interest in further application opportunities will continue. There remains much to accomplish in maintaining currency and availability of learning resources, particularly in the library.

Governance issues of the past have been addressed directly and strongly. The report from the Task Force for the Improvement of Faculty/Administration Relations and Governance identified ways in which the faculty and administration could develop a more positive and effective working environment. The commitment made at all levels of the organization has paid off in better communication and enhanced relationships. With the three-year faculty contract and staff agreement recently approved, employee stability is now assured.

Financially, the passage of the levy will permit the college to move from crisis management to longer range financial scenarios. The Board of Trustees' Blueprint for Excellence outlined a ten-year vision for the college and the cost associated with that vision. The levy makes much of that vision now achievable. In light of the additional funding, the College will not abdicate its responsibility for sound financial management. There are efforts in place to better link planning with resource allocation. Increased costs and options for addressing those costs will continue to be evaluated. There will continue to be concern for the increasing cost of benefits (particularly health care) and evaluation of the costs and benefits associated with contracted services as compared with in-house capabilities.

The College will also continue its efforts to raise private funds through the Lakeland Foundation.

Many areas traditionally supported by the state and federal governments can no longer depend on that support. This includes student financial aid, capital development, and equipment. The College will do as much as possible to raise funds independently in order to be able to address these needs.

The levy will permit the hiring of more full-time faculty to meet Board of Regents' standards, thus enhancing the quality of our programs and improving the ability of the campus to respond to community needs. Replacement of faculty and staff will become an issue as a high proportion of Lakeland employees approach eligibility for retirement.

Maintenance of the aging physical plant and out-of-date equipment are issues to be addressed during the allocation of the newly available funds. While the new Campus Resource Center will provide the space needed for Student Services to support the needs of over 9,000 students, there is limited classroom and laboratory space, particularly for our highly successful and respected health science programs. Facility capacity for students as well as for additional faculty remains a problem. In addition, over the years "temporary" space for various purposes has been carved out of storage, hallways, or other less-than-desirable locations. There continues to be a need for a comprehensive facility master plan to address both land usage and actual space utilization.

A facility master plan is only one part of a comprehensive institutional evaluation like those now being expected by several external agencies such as the state and accrediting organizations. Regardless of the external forces, the College itself has a high priority on evaluating its effectiveness and efficiency both academically and administratively. There will continue to be substantial interest in student outcome measures and student performance tracking and documentation.

STRATEGIC PRIORITIES 1993 - 1997

Lakeland's mission and philosophy paint a clear picture of its role as Lake County's publicly supported, open-access community college. The priorities established for 1993-1997 uphold this mission and philosophy and identify the challenges the College will address to serve the citizens of Lake County. In this way, Lakeland Community College will strengthen its contribution to the quality of life on the campus and in the community.

I. SUSTAIN AND STRENGTHEN ACADEMIC QUALITY FOR STUDENTS

The teaching and learning process is our service and product. Lakeland is committed to academic excellence and instructional quality throughout the curriculum. To this end, Lakeland will:

- **Design and implement an institutional effectiveness plan** focused on assessment of student outcomes and designed in accordance with NCA criteria and guidelines.
- **Increase the proportion of full-time faculty as compared to part-time faculty** in order to bring Lakeland into line with Ohio Board of Regents standards and meet the expectations of accrediting bodies.
- **Upgrade the library** to provide students and Lake County residents with the materials needed to support quality education. This effort will include preparations for participation in OhioLINK, a statewide effort to link higher education library collections via computer networking to reduce duplication and increase efficiency.
- **Provide the appropriate facilities for quality programs.** Funding will continue to be sought for a Health Technologies facility. When received, construction will begin as soon as possible in order to provide the space and environment necessary to continue to provide quality personnel for the expanding health care needs of the area.

- **Evaluate emerging instructional technologies and incorporate into the learning process** where appropriate. This may include using computer, satellite, or other telecommunication technologies to address not only options in learning approaches, but also alternatives in delivery systems.
- **Work to maximize the transfer opportunities for students** to attend four-year universities. This will include efforts to develop articulation agreements for technical course/degree transfer and efforts to obtain appropriate follow-up information on all transfer students.
- **Maintain currency in the curriculum** which models in the learning environment equipment capabilities students will find in the workplace. This will include a plan to upgrade, repair, or purchase classroom and laboratory equipment.
- **Improve and increase computer capabilities for instructional and student development management.** This will include the development of systems to conduct prerequisite checking and graduation audits, development of accurate course wait lists during registration, and access to historical curriculum information.

II. KEEP CAREER TRAINING UP TO DATE FOR ECONOMIC DEVELOPMENT

Today, more than ever, business, industry, and labor need to have a global perspective. They need to understand the global marketplace and to have a vision of their role in the world - whether that role is local, regional, national, or international. Lakeland will train many of the employees that local companies need to be successful in this global marketplace. To support economic development and workforce development efforts, Lakeland will:

- **Continue to enhance the academic programs** in health technologies, engineering technologies, public service technologies, and business

technologies with regular input from the community through the use of advisory committees to maintain quality and currency.

- **Develop new programs or adapt current programs** to meet the needs in expanding career fields and in emerging technologies. This may include, but not be limited to, consideration of new or expanded offerings in entrepreneurship, foreign languages, graphic arts and design, selected engineering technology fields, and environmental/ ecological issues.
- **Provide the opportunity for business and industry to develop joint training programs with the College and other appropriate organizations.**
- **Strengthen and enhance the Center for Business and Industry** by expanding the capacity to deliver college courses and customized training in fields such as Total Quality Management, basic skills, technical skills, and management.
- Through the Center for Business and Industry, **work in cooperation with local, state, and national organizations to increase awareness of international trade and exporting opportunities.**
- **Expand internship/cooperative education opportunities** to provide more students with workplace experiences in addition to their classroom and laboratory work.
- **Increase career counseling services** provided to students, particularly those which review retraining program options to adults in transition due to layoffs, changing family circumstances, or early retirement. Additional focus should be placed on the development of job search skills and on developing self-reliance.

III. PROVIDE ACCESS WITH A FOCUS ON SUCCESS

As an essential part of its mission, Lakeland will reduce barriers that prohibit individuals from participating in higher education. Inextricably tied to this objective is the requirement to help each student achieve his/her goals, whether short-term or long-term.

To assure access Lakeland will:

- **Increase public awareness of the programs and services available through the College** and the value that could be gained through education by individuals, businesses, and the community.
- **Make every effort to identify specific populations that may have difficulty participating in college** programs or services and evaluate the ways in which the College could be of value to them. These targeted male and female populations may include the handicapped, displaced workers of all ages, individuals aged 55 and over, and returning students.
- **Stabilize Lake County resident tuition**, without jeopardizing the College's ability to provide and expand its services, to assure financial access for the residents of the county.
- **Expand courses and services at off-campus locations** to increase convenience. This may result in the establishment of at least one full-service satellite center to provide greater access to those at the far ends of the county.
- **Continuously improve the admissions and registration process** with an eye toward streamlining the process and making it easier to enroll.
- **Expand efforts to pursue private sources of funds** to increase the availability of financial aid.

To promote and foster student success, Lakeland will:

- **Encourage student assimilation into college life** by a variety of means including promoting participation in intercollegiate athletics, clubs, student government, etc.
- **Focus more on cultural diversity activities.**
- **Encourage networking opportunities for students** through the establishment of more student chapters of professional and/or national associations.
- **Improve testing and non-traditional remediation** such as computer assisted instruction.
- **Improve educational linkages to area high schools** which increase and improve educational opportunities for students, such as the Tech Prep program.
- **Evaluate current retention patterns** to improve retention rates.
- **Continue to improve the support services** needed to provide a safe, supportive environment such as campus security, health standards, and parking/ traffic regulations and enforcement.

IV. PROTECT THE TAXPAYERS' INVESTMENT IN LAKELAND COMMUNITY COLLEGE

Taxpayers have supported the College in many ways throughout the years and the College is committed to protecting their investment. This investment includes not only the physical structures, but also the human resources integral to the success of the College. To protect the investment, Lakeland will:

- **Develop a comprehensive maintenance program** which will address the need for preventative maintenance schedules for both facilities and equipment.

- **Determine appropriate funding levels needed to complete deferred maintenance projects and support regular, preventative maintenance schedules.**
- **Emphasize and encourage professional development of faculty and staff** to maintain currency with technology and increase efficiency and effectiveness.
- **Enhance the commitment of the College to promoting wellness among employees and students.**

V. GUARANTEE FISCAL STABILITY AND ACCOUNTABLE PERFORMANCE

Lakeland's performance, both financially and academically, has been exceptional. There has been extensive enrollment growth, recognition of outstanding programs and individuals, high pass rates on certification exams, and excellent placement rates of graduates. The College recognizes its responsibility to the taxpayers of Lake County and Ohio who provide financial support to insure a continued commitment to excellence in financial and academic performance.

To maintain a proactive approach to accountability and assessment and in accordance with OBR guidelines, NCA, and Managing for the Future Task Force mandates, the College will:

- **Periodically review its mission** to maintain an appropriate focus of activities.
- **Continue to be sensitive to the organizational climate.**
- **Assure a qualified, productive, and efficient workforce** within the College through the development of a manpower planning study, assessment of employee evaluation procedures, and development of professional development opportunities.

- **Develop a campus-wide computer network system** to improve communication and data accessibility and utilization.
- **Assure financial responsibility** through the development of energy conservation and cost containment programs and an evaluation of funding options.
- **Maximize facility utilization** through the development and implementation of a comprehensive facilities master plan and management system.
- **Establish, in 1995, a community task force** patterned after the Managing for the Future Task Force, to again review College operations and to make recommendations.

VI. INCREASE INTERACTION WITH COMMUNITY AND GOVERNMENTAL ORGANIZATIONS

Support from the community, locally as well as beyond, is the key to long-term success. Conversely, the College has much to offer the educational and economic community in which it operates.

To maximize the community and legislative support, Lakeland Community College will:

- **Increase the public's awareness of the college**, its mission, programs, services, and accomplishments.
- **Increase interaction and cooperation with county and municipal governments and school boards and school districts.**
- **Increase the involvement of the Board of Trustees and President in state-wide associations and legislative activities.**
- **Continue to develop relationships with the Boards of Trustees and administrations from peer institutions.**
- **Increase public and student awareness of the intercollegiate athletic programs at Lakeland.**

FUTURE PROCESS

Planning must always be a dynamic process, ever changing and adapting to environmental forces. Community colleges, in particular, must be able to quickly respond to changing circumstances and assume a leadership role in defining and developing strategies to keep both students and community in front of emerging trends.

For this reason, Lakeland Community College has developed a "rolling" planning process by which each Five-Year Strategic Plan overlaps the next. In this way, external environmental changes are quickly addressed and the College can adapt to internal changes, which are guaranteed to occur by virtue of the priorities established in each Plan.

Procedures are in place that permit the College to continuously monitor the environment. In 1995, there will be a midpoint evaluation of this 1993-1997 Five-Year Strategic Plan and a 1996-2000 Five-Year Strategic Plan will be developed.

Lakeland Community College is committed to quality higher education in Lake County. This strategic planning process is one way the College fulfills that commitment.

APPENDIX A

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SUMMARY OF STRATEGIC PRIORITIES AND ACCOMPLISHMENTS 1990 - 1995

STRATEGIC PRIORITIES	ACCOMPLISHMENTS
INSTRUCTIONAL ENHANCEMENT	
• Instructional Quality	-Use of computers in more areas of curriculum -Extensive review of curriculum in past four years - Continued upgrading of equipment in all areas of the curriculum to maintain currency - Introduction of computer-interactive instruction - Renovation of science labs, TLC, Dental Hygiene clinic, EMT lab - Academic challenge grants - Program excellence grants second round
• Learning Resource Services	- OhioLink - Retrospective conversion - CD-ROM
• Instructional Delivery	- Weekend and intersession courses - "College at Perry" program
PROGRAM DEVELOPMENT	
• Associate Degree Programs	- New Associate of Science Programs: -- Pre-Chiropractic -- Pre-Podiatric - New Technical Programs -- Radiologic Technology -- Human Services -- Tool & Die Technology -- Electrical Technology -- Paralegal - New Technical Majors: -- Histologic Technology -- Hospitality Management - Options/Certificates: -- Real Estate -- Human Resources -- Marketing -- Small Business -- Accounting -- Financial and Information Systems Management -- RPG and COBOL
• Community Education	-Elderhostel/Studies - Increased participation - Women's Center - Medical Office Management joint program with Lake Hospitals
• Academic Enrichment	- Academic Standards Policy - Phi Theta Kappa Chapter under development - Flourishing Psi Beta

STRATEGIC PRIORITIES	ACCOMPLISHMENTS
PROFESSIONAL DEVELOPMENT & EVALUATION	
• Professional Development	- Ad hoc faculty/staff development committee report developed - Allocation to professional development committees for in-service professional development programs - Part-time faculty activities: revised handbook, advisory committee established, newsletter developed, workshops held, orientations conducted each quarter - Fall conference
• Personnel Evaluation	- Hay management review of administrative personnel - Revised management evaluation system
STUDENT SUPPORT SERVICES	
• Student Success Initiatives	- Orientation programs for new and returning students - Asset Testing - Improved academic advising with more outreach and interaction with departments - New advisory board for career services - Established Adult Re-evaluation Center - Job developer for cooperative education hired - Periodic job fairs - Revived job location & development program, using college work-study
• "At Risk" Intervention	- Early alert program - Probation policy/STAR form - Asset Testing - Academic achievement seminar developed - Improved services in tutorial
• Augmented Financial Aid	- Foundation grants - BOT scholarships - Talent grants
• Women's Support Programs	- Women's program coordinator - "Options for Women" program - Expanded hours for Child Minders
• Handicapped Student Services	- Handicapped access counselor - Implementation of Americans with Disabilities Act

STRATEGIC PRIORITIES	ACCOMPLISHMENTS
QUALITY OF CAMPUS AND COMMUNITY LIFE	
• Intellectual and Cultural Events	- Community Ed -- Town hall forum -- Issues forum -- Great books - Edwin Newman, Jeanne Dixon, Jane Howard, Peggy Murphy Petkus, Bertice Berry - Reactivated theatre - Regular cultural diversity events - International film series - Improved cable programming - Political debates
• Student Government	- Reactivated SUBOR - Additional student clubs - Sponsored activities
• Intercollegiate, Intramural, and Recreational Activities	- Hired men's and women's coaches in various sports - Senior citizens golf groups - Father/son sports - Reactivated golf team - Mandatory drug education program for student athletes
• Organizational Climate	- Governance task force
RESEARCH AND EVALUATION	
• Student Performance Tracking and Outcome Assessment	- Strengthened the Institutional Research Office - Revised graduate follow-up survey - KSU and LEC follow-up begun - Purchased equipment and software to design and process survey forms in-house
• Community Needs And Interests	- Community assessment and focus groups
• Student Satisfaction	- Revised graduate follow-up questionnaire
• Instructional Program Evaluation	- Developed evaluation model - Participation in Beacon-Kellogg project on student outcomes assessment - Awarded ten year NCA institutional accreditation - Program reaccreditation in: -- Early Childhood Education -- Nursing (State Board & NLN) -- Peace Officer Training -- Dental Hygiene (Process Completed) -- Respiratory Therapy - Initial accreditation in Radiologic Technology

STRATEGIC PRIORITIES	ACCOMPLISHMENTS
PLANNING AND RESOURCE MANAGEMENT	
• Enrollment Development	- Increased activity between admissions office and area high schools - Postsecondary Enrollment Options Program - Progress in increasing minority student population
• Manpower Planning	- Full-time/part-time faculty studies - Additional full-time faculty added - Progress in cultural diversity
• Facilities Master Plan	- Campus resource center under construction - Health tech building designed
• Equipment Management Plan	- Science lab equipment replacement schedule
• Financial Resource Base	- Passed levy - Reactivated Foundation - Developed "Grants Alert" - Successfully pursued grants
• Cost Containment Measures	- Areas of progress: -- Revenue enhancements -- Compensation and benefits -- Operational activities -- Capital -- Plant operation & maintenance - Managing for the FutureTask Force

STRATEGIC PRIORITIES	ACCOMPLISHMENTS
BUSINESS AND INDUSTRY OUTREACH	
• Market Research	- Conducted for CBI by Decision Research, Inc. and incorporated into a CBI marketing plan
• Programs and Services for Business and Industry	- List available from CBI; "Program Inventory" booklet developed and used during sales calls on prospective companies
• Contract Training	- 35 contracts in 1991-92
• Interdisciplinary Training Packages	- Medical Office Management program developed in conjunction with Lake Hospitals and LCC Community Education, Business Division, and Applied Health and Science Division - "College at Perry" program
• Economic Development Participation	- Grant for work with business and industry via the Productivity Improvement Challenge Grant - President's membership on Lake County Economic Development Center Board - Ohio Technology Transfer Organization (OTTO) at LCC funded through Ohio Department of Development

STRATEGIC PRIORITIES	ACCOMPLISHMENTS
COOPERATIVE INITIATIVES	
• High School Articulation	- Science projects for K-12 - Tech Prep arrangements with 37 schools in 4 counties. Major grant obtained. - Postsecondary Enrollment Option Program - Jazz Impact (all-star high school ensemble) - Summer writing camp for high school students
• University Articulation	- Transfer module - KSU dual admission - Developed four new articulation agreements - Renewed one articulation agreement - Expanded transfer guides - Developed transfer center
• Cooperative Ventures With Local Entities	- Medical Office Management Program developed in conjunction with Lake Hospitals and LCC Community Education, Business Division, and Applied Health and Science Division - Mooreland - Expansion of OTTO district
• Lakeland Alumni Association	
COMPLIANCE	
	- NCA reaccreditation-first ten year approval - Student Right-to-Know and Campus Crime Reporting - Ability-to-Benefit - Americans with Disabilities Act - Campus Crime Prevention and Safety Act - Postsecondary Enrollment Options - Drug Free Schools and Community Act - NCA reports on governance and cultural diversity - Managing for the Future - OSHA infection control plan - OSHA chemical hygiene plan

APPENDIX B

PLANNING ADVISORY COUNCIL MEMBERSHIP 1992-1993

A. Standing Members	Position
Ralph Doty	President (Chair)
Ruth Zollinger	Vice President, Academic Affairs
Morris Beverage	Vice President, Administrative Services
Gerry Reis	Vice President, Student Services

B. Appointed Members	Representing
Nancy Caplinger	Full-time Staff
Jim Grunzweig	Division Deans
Herb Hall	Full-time Faculty
Tim Kling	Full-time Faculty
Deidre Kundtz	Administrative Director
Gary Malnar	Full-time Staff
Judy Mazzeo	Full-time Faculty
Ron Nicholson	Full-time Faculty
Darlene Strawser	Full-time Faculty

C. Ex Officio	Position
Rosemary Jones	Director of Research & Planning
Ron Lee	Budget Director

Lakeland
Community College

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